

**Memphis and Shelby County  
Metropolitan Government Charter Commission**

**Minutes  
March 18, 2010  
4:00 p.m.**

**Commission members present:**

Julie Ellis, Chairman  
Andre Fowlkes, Vice Chairman  
Lou Etta Burkins, Secretary/Treasurer  
Damon Griffin  
J. W. Gibson  
Mayor Richard Hodges  
Linda Kerley  
Billy Orgel  
Chris Patterson  
Carmen Sandoval  
Richard Smith  
Jim Strickland  
Dr. Randolph Meade Walker  
Rufus Washington  
Rev. Ralph White

**Commission members absent:**

**Others present:**

Bill Dries, The Daily News  
Christy Kinard, Asst. Co. Attorney  
Matt Kuhn, Asst. - County Mayor  
Kelly Rayne, Asst. - Memphis Mayor  
Harvey Kennedy, Sheriff's Office  
Mike Ritz, County Commissioner  
Patrick Lawton, City of Germantown  
Kimbra Toney-Bernard, City of Memphis  
Mary Cashiola, Memphis Flyer  
Stephen Wirls, Rhodes College

Fred Jones, MLGW  
Clay Bailey, Commercial Appeal  
Steve Rose, Speak to Power  
Carter Gray, Asst. County Attorney  
Scott Sigman, Memphis Chamber  
Paige Walkup, Rebuild Government  
Robert Wherry, City of Lakeland  
Donn Fisher, MSQPL  
Brian Stephens, Rebuild Government  
Darrell Cobbins, Rebuild Government

The meeting was called to order after a moment of silence and the playing of the theme from Memphis: The Musical, (currently on Broadway), *Memphis Lives in Me*.

Chairman Ellis called the roll and announced there was a quorum.

**Approval of Minutes:** Commissioner Strickland moved approval of the Minutes of the March 4, 2010, meeting. Commissioner Gibson seconded. All Commissioners voted aye. The Minutes of March 4, 2010, are approved.

### **Administrative Update:**

Attorney Kelly Rayne: Resources are available for finalizing task force materials.

Comm. Washington requested assistance in making final corrections to his task force presentation. Ms. Rayne will coordinate with Comm. Washington.

Mr. Kuhn passed out a sign-up sheet for persons attending the Charter Commission Meeting that included space for an email address so their names could be placed on the distribution list for up-coming charter meetings.

### **Rebuilding Government Update**

Brian Stephens, President, Rebuild Government.

Rebuild Government (RG) has talked to approximately 4,000 people and received the largest number of response cards from Bartlett and Memphis. RG has been making an effort to reach out to Arlington, Collierville, Cordova, Millington and Lakeland. Comment cards are being used to get input from citizens. RG also has a website. They anticipate they will start Facebook discussion groups in the near future. At this point, they have a response rate of about 14%.

One of the major concerns voiced on the cards is that respondents want to see a draft charter before giving input. They want options to consider. Rebuild Government is not presenting specific information at this point, but hopes the Commission will provide some specifics that they can take back to the neighborhoods.

Approximately 42 percent of the respondents believe that maybe their views will be listened to. 34 percent believe their opinions definitely do matter and 24% says that don't believe this group will listen to their input. Mr. Stephens believes that the Charter Commission should say to the public as often as possible that their input is important. Some citizens believe that the Commission should be disbanded and the Charter left as is. Examples of comment trends include concerns regarding economic development, districting, residency requirements for employees and officials, crime and public safety, taxes, ethics and government transparency. Many respondents were concerned about whether taxes would negatively change. The cards contain raw data on the back that Rebuild Government has tried to break down in terms of the Commission's task forces. Some responses may be repeated if they appear to be related to more than one task force. The zip codes of the responses are provided when that information is available. If there was no obvious task force relationship, the data was placed under "other."

Mr. Stephens: I have gotten the question that perhaps comments should be coming in that would ask this Commission to provide functional consolidation or changes to the current two charters independently and not present a metro charter. It was my understanding that the only mandate that this body was given was to produce a metro charter for the people to vote on in November. If that is not the case, I would like to know so that we can bring information regarding those issues back to the community. I guess that is a question I have right now.

Chairman Ellis: Under the Tennessee Constitution and the Tennessee statute, we are convened under the Resolutions of the City Council and the County Commission in order to explore -- writing a charter, but we are required to table a charter within nine months (August 10) for purposes of a vote of the electorate on November 2.

Comm. Kerley: In response to your comment that people want us to disband -- What an opportunity we are presented with, to try to make this region better. We need to take this opportunity to try to reach all of the people in the region and find out what is important to them, what we need to address, what we can address and then give it back to the community, and ask if it is what you want your region to be? We want to make sure we address as many issues as possible and get input from everybody. The Charter Commission could possibly meet in the municipalities to make it easier for those citizens to have input. Comm. Kerley believes Commissioners are part of the Charter Commission because they really, really feel like they need to put as much into their region as possible to make it healthy.

Mr. Stephens believes that most of the people want to provide input. Some are skeptical about whether their input would matter, but Rebuild Government is committed to trying to provide data to the Commission that is helpful. Rebuild Government has an email database of approximately 5,000 as well as partnering organizations that have access to approximately 30,000 that have agreed to work with them, so if Task Forces have specific questions, Rebuild Government will put those before all the citizens they can and provide that feedback to the task forces.

Comm. Griffin: Has your organization been able to gauge the region overall as it relates to comments and seeing what region might be more vocal, one way or another; whether it is positive or negative?

Mr. Stephens: We haven't recalculated the current data to track that, but we can try to do that. The biggest concern appears to be fear. There is fear that this is a tax grab; fear that the city's pension system is going to be dumped on the county; fear that elected city officials will lose their diluted power. There is a lot of fear in terms of opposition. The data is in a spreadsheet and comments received can be recalculated by zip code. To make sure we are getting comments from all areas, we have a map where we will try to plug in where we have heard from people, to the extent that an address is provided.

Comm. Walker: The City of Memphis is a very diverse city; people make the mistake of thinking it is monolithic and it is not. It is the big elephant in the room in terms of Shelby County and I would like to make sure that your study does not just go to a certain segment of the population. It should be going into the roughest, toughest inner city areas and getting their opinion as well as getting comments from citizens of the municipalities.

Mr. Stephens: Comments for task forces have been broken down by zip code rather than by cities.

Chairman Ellis: Some concern has been voiced about whether the Commission will hold public meetings or public hearings. All of the Commission's meetings are open to the public. The question is really are we going to have public hearings after having made some of the policy decisions? At this point, this Commission has not made that decision. The Commission will continue to meet in order to approve the sections of the charter as they are written. One municipal mayor suggested public hearings after the charter has been written, but it might not be as helpful to get feedback after the charter has been written. What kind of public meetings would reduce the fear?

Darrell Cobbins: From our perspective, this process requires a lot of education. To the extent that you can go where people are and educate them, that might be advisable. Venues and time of day can be issues that skew from whom and where you get input. Believes Commission should go into communities and hold meetings; this might provide some comfort and confidence in the process.

Mr. Stephens: As soon as the Commission has drafts or questions that are going to be debated, we will flood communities with information and get some input. We will provide specific issues to ask citizens about based on the upcoming votes by the Commission.

Chairman Ellis: One of the concerns addressed by the Commission is a report from the Commission in some fashion with our own communications. When the Commission takes an action, it is recorded in our Minutes, it is posted, is on our website, but whether citizens are using these media outlets is a question for Rebuild Government. The Commission does have a communications plan with an interest in insuring that decisions made on policy issues are reported. The first task force is reporting out today. There could be some decisions made today. Every week in April, the Commission will be reporting out task force recommendations and they will be reviewed and possibly voted on for policy direction to the writing committee.

Comm. Washington agrees with Mr. Cobbins' comments about fear. Politicians do instill fear. Nobody wants to pay for what somebody else is getting. Commission has got to make certain that information is disseminated, but then it is up to the individual how they interpret the information. This charter is not going to answer all the fear, prejudice or hatred in this region. It is impossible to do that. But the Commission has to listen to the

people. The Commission has got to get the information out to the citizens. Most don't read anymore, but they will listen.

Mr. Stephens: Rebuild Government will try to provide a volunteer to attend the task force meetings, so they can get the information as soon as possible to be pushed to their database of citizens.

Comm. Gibson hopes Rebuild Government will be able to provide a volunteer for the task force meetings. At the end of the day, there is no perfect solution, but asks Rebuild Government to continue to do what they are doing; they must continue to ask for input from citizen groups. Please continue to provide this feedback to the Commission.

Chairman Ellis: As each task force reports, the Commission will discuss it, and decide on policy initiatives so they can be assigned to writing committee. After the Commission has heard from all of the task forces, they will start looking at the articles as written. Believes it will take a lot of time to write the articles. The Commission will be making the making policy decisions as they go and referring them to the writing committee, so that both processes are going on at the same time.

Comm. Fowlkes: If Rebuild Government does any dissemination of information in a written format via their website, please provide the Commission with a copy so that the Commission won't do the exact same thing; prevent duplication. Please copy to all Commissioners.

## **Charter Issues Outline**

John Ryder -- charter issues outline -- This is potentially what the document will look like. The Commission is now moving through the information gathering stage to the actual drafting stage. The list of issues is not exhaustive; it is not comprehensive. Christy Kinard and Jack Payne have worked to create a master outline and with input from the Chairman, it was reduced down to general headings and identified the issues that arise under each heading. The headings can be changed; articles, headings can be moved around. There are issues that can come up in multiple headings. What is put into the charter is very difficult to change or remove from the charter because it ultimately will require a referendum. When you put boards and commissions, or departments of government into the charter, they stay there unless there is a mechanism to change that. Consider carefully what authority you give the Metro Council or the administration to make necessary changes that are required for efficient government.

The first thing is a preamble. Currently, the Shelby County Charter and the Memphis City Council Charter have preambles but it is not required.

Article 1: General Provisions -- It might contain the name of the new government, the status of the six remaining municipalities; create oaths of office (if the Commission

wants something different than the Tennessee oath) and residency requirements for officials and employees.

Article 2: Service Districts -- define general and urban service districts; general services district, by statute, are services that will be delivered to all of the county; and urban services district, by statute, is the area within the current boundaries of the City of Memphis; create special service and taxing districts. This article might also contain information regarding definition of services and future annexation powers for all municipalities.

Article 3: Powers -- define powers of metro government - specific and general categories, as in Nashville.

Article 4: Legislative Branch -- define Metro Council issues - including size, districts, term limits, qualifications, compensation and elections.

Article 5: Executive branch -- include definition of Administration; possibility of having a vice mayor; rights and duties of Mayor, mayor's staff, veto power.

Article 6: Finance and Taxation -- define the fiscal year, operating budget, scope and requirements for mayor and council, CIP budget, general fund reserve, property taxes and maybe school funding.

Article 7: Information, Technology & Communication -- decide on whether there will be a Chief Information Officer; technical systems across the Metro Government

Article 8: Departments of Metro Government -- how much detail to put into charter. Will there be need for a department of inspector general; strategic planning, quality and innovation; internal/external communication? Who has power to rename and realign functions of departments?

Article 9: Agencies of Metropolitan Government -- define and how authorized; transition from current agencies.

Article 10: Department of Human Capital Management (Civil Service - required) -- could include personnel policy, employee benefits; appeals system; what will apply to existing civil service rights.

Article 11: Judicial -- could include metropolitan courts, general counsel.

Article 12: Constitutional Officers -- duties, elections, removal for Sheriff, Trustee, Register of Deeds, County Clerk and Assessor of Property.

Article 13: Ethics Code.

Article 14: Elections and removal of officers.

Article 15: Amending the Charter.

Article 16: Transition Provisions -- could include length and date of transition; fiscal power limitations; and assignment of jobs if duplicative.

Article 17: Metro Government Review -- determine if review of government required; and if so, by whom.

Comm. Burkins: I think the outline is good and I think that we need to insure that there are no gaps in terms of who is making sure these articles have input into them, whether that be the task forces or the executive committee. I don't know if you want to take that up in the executive committee, but I think we do need to take some time and make sure there are no gaps and that every article in the outline, somebody is working on it.

### **Malcolm Baldrige Quality Initiatives for Charter**

Dr. Donn Fisher, MSQPC: We are partnership between the chamber and Southwest and Tennessee Board of Regents.

The seven categories of Baldrige:

1. Leadership -- the mayor, vice mayor and city council -- how they set the tempo for the way people manage and the way they interface with the various stakeholder groups and customers.
2. Strategic planning -- city planning involvement -- looking at strategy development and deployment. Are you inclusive to all of your stakeholder groups in the community?
3. Customer focus -- bringing various stakeholder groups to the table and getting input from them; what kind of surveys? Do you involve them to find out what kind of service improvements they really want or what they really want out of city government?
4. Measurement, analysis, and knowledge -- all about data management; managing with facts and not anecdotally. How are you using data? Do you have a report card system? Are you using data to make improvements?
5. Workforce focus -- labor market in a community and an organization -- it is all about the associates and employees. How are you training them? How are you involving your unions, your workforce? How are you involving minorities inside your labor force? How are you promoting minorities, not just black, but Asians, Latinos, etc.? Are you doing surveys of your workforce to see what they feel about services, learning and promotions you are providing?

6. Process management -- Replicable processes; must have on key deliverable services; must have documentation; can guarantee the type of services provided. Baldrige is looking for evidence that you have systems in place.
7. Results -- 45% of Baldrige is results, kind of a report card. The first six categories are about process. The last process is about keeping score about results. Documentation is a big deal with Baldrige. Look at service outcomes; customer focus outcomes; financial market outcomes; bond ratings.

Core values and concepts include visionary leadership; customer driven excellence; organizational and personal learning; valuing workforce members; ability to change when needed; focus on the future; managing for innovation; management by fact (basing information on results and data); societal responsibility; focus on results and creating value; and systems perspective.

Triple bottom line issues – economic, environmental, societal type issues – Google: global reporting initiative (GRI index).

Chairman Ellis hopes the proposed Metro Charter will make Memphis/Shelby County the FedEx of the U.S. That is increased quality and providing services to our citizens at a very fair cost. Dr. Fisher is a citizen of Shelby County and it is hoped that the Commission can utilize his wisdom as we look for incorporating processes in this charter.

Comm. Walker: How does incentive pay work in government when you have political appointees?

Dr. Fisher: One example of an incentive is how they can save the community money through reduced cycle time, through projects. Possibly you cannot pay money, but you can give recognition at many levels, from internally to media outlets. It can help get workforce to focus on process improvements.

Comm. Walker: How would that operate when you have politicians who make political appointments and can set apparently arbitrary salaries, without being governed by Civil Service? Is there anything that we can do in that regard?

Dr. Fisher: When core values have been outlined in the charter, it is hoped that the newly elected officials will share those values. It takes some time to take effect, but it can be embedded in the culture and hopefully become part of the future.

Comm. Washington: How can Shelby County take the kind of innovation and leadership like at FedEx and integrate the political with the business?

Dr. Fisher: Government ought to be learning from corporate America. In his book, Dr. Fisher recommends a new business model for sustainable government and that means



benchmarking or sharing best practices and changing the whole model. This is an opportunity to really change the model and not be like every other city government.

## **Public Amenities and Betterment Task Force Report**

Vice Chairman Fowlkes: Public Betterment and Amenities Task Force:

Public betterment and amenities deal with the enhancement of the county and the enrichment of its people. It deals with what you see from museums, parks and landmarks, to how you learn from educational resources, music and film. It attracts tourists, new citizens, new industries, stimulates citizens and others to spend their dollars within the county; helps our elderly and youth, small businesses and fosters a culture of diversity and collaboration amongst citizens.

The task force looked at public betterment and amenities to decide what aspects of their governing bodies could be changed under a new metropolitan government charter. The intent was not to look at all of the small intricacies of all the different departments and staff and jobs of these particular service areas. Trying to decide what should be left for new government and what specifically should be put in the charter.

The public amenities and betterment task force broke the process down into information gathering, analysis and problem solving.

What we all want as a result of drawing up a new charter with regard to betterment and amenities -- we want to create an inclusive society. We want communities to share in the wealth with regards to parks and museums and landmarks. Many people don't look at the importance of public amenities and betterment as far as contributing to economic development. If you have better parks, a cleaner environment, if the landmarks are looking good, if your libraries are better, all of these different things, from film and television, to music, if all of these things are enhanced, this will cause people to come to these areas and spend dollars supporting small businesses and rejuvenating the communities. There are approximately 20 different boards and commissions set up for this particular area of government. Many of them go directly to the Council or the Mayor when it comes to getting things approved. There is no reaching out to the other departments; there is no finding out what they are working on; finding out if you are duplicating or how you can learn from other departments that might work for you.

### **Preliminary Amenities and Betterment Recommendations**

1. Create an executive department known as Parks and Community Enhancement with a director and advisory board to be responsible for delivery of parks and recreational services including acquiring, developing and maintaining public parks and recreational areas, keeping the city beautiful and safe through public education; preserving and protecting historic and architectural value of resources. Create a parks and community enhancement board under which would fall a consolidated Memphis Park Services,

Shelby Farms Board, Memphis Landmarks Commission and Memphis City Beautiful Commission; board would have maximum of 30 members elected to four year terms;

2. Create an executive department to be known as the Civilian Enhancement Department with a director and advisory board, to be responsible for fostering a better environment for enrichment of the public through educational resources. This director and advisory board would be responsible for the consolidated boards of the Memphis Public Library, the Film & TV Commission, the Music Commission, the Historic Preservation Commission, the Office of Multi-Cultural & Religious Affairs and the Public Art Oversight Committee. The Board will have no more than 30 members elected to three year terms; and will be appointed by mayor and approved by council showing fair county-wide representation.

3. Services/areas provided to public that do not report to the above executive departments or boards will be left to the discretion of the legislative body or new metropolitan council. These include the Sports Authority; the Agricenter Commission; Shelby County Conservation Board; Tourism/Convention & Visitors Bureau; Public Building Authority (FedEx); Public Building Authority (Pyramid); Convention Center Commission; Coliseum Board (inactive).

Comm. White: What is the difference between Historical Preservation Commission and the Landmarks Commission?

Comm. Fowlkes: One is more from an educational standpoint, when you look at the historical preservation and set up through the county; the city, as far as the Landmarks Commission, deals with architectural type things, structures and preserving history through that matter.

Currently there is a lot of vertical decision making -- Film and TV Commission are joint City/County and report to mayors only.

Urban versus General Services -- if categorized as general services, all of county will receive and pay for services. Urban services would be those offered to citizens of City of Memphis or municipalities.

The charter language -- Commission will have to decide whether Charter should state specifically which boards or commissions we want to see in the future. Once in the charter, it will be difficult to change and we don't know what environment will be. The recommendation is to put the function in the charter instead of a specific name such "City Beautiful Commission".

Commission will still have to determine sunset provision as to what to do with current boards and commissions until new government decides what to do about each.

The core values: inclusiveness, efficiency, integrity, innovation, service.

The end goals for new charter document -- economic development, safe community, more efficient and ethical government, better service efficiency, less duplication.

Comm. Fowlkes made motion to adopt recommendations, seconded by Chairman Ellis.

Comm. White: Question of core value of inclusiveness as it relates to the library system where citizens of municipalities are not allowed to use Memphis Public Library system; and then the Historical Commission -- has great reservations about general versus urban retention -- In his experience the Historical Commission (perhaps in the past) was anything but inclusive -- history to the majority of the people on the Historical Commission was really focused on the Civil War. When it came to African American historical preservation, LeMoyne Owen College's Community Development Corporation has done far more than the city or Shelby County has done. Concerned that the general versus urban services description may be retaining that fractured system.

Comm. Fowlkes responds: Looking at the Historical Preservation -- it is set up as general right now, but just imagine the power that you would have if you were not reliant upon private sponsors to help fund that particular area.

Comm. Sandoval: The way I understood your proposal, the charter would include a system where we could have a metro library for all of the citizens of Shelby County, but also give the individual communities the right to establish their own, if they want to.

Comm. Fowlkes: The whole premise behind the urban versus the general with the libraries is because I think we had established before that the municipalities will still be in existence. We were not looking to dissolve the municipalities. So, for example, many of the questions we got from many of the suburban municipalities is about the libraries and the ones that they are currently running. They are currently spending money to run those libraries. If we were to make the Memphis Public Library general where the entire County has to pay for it, and they already are paying for a library in their municipality, then they would have issue with paying twice. In response to you, Comm. White, in having all of the available resources available to everyone, well, I do agree that it should be where you have libraries that open their doors to everybody, but sometimes you have to look at the whole picture and figure out what is going to give and what is going to take. We have to look at how we can write this in the charter.

Comm. White: Going back to library issue, when you talk about paying, there are facilities in the Main Library that no other library in the Shelby County has. Nobody else has the Memphis Room. Even though you cannot check books out, you can do research. If we are talking about paying, the citizens of Memphis are paying to maintain that Memphis Room for everybody. It is amazing how people can see what they are paying and they are paying twice, but the citizens of Memphis are paying twice for the Memphis Room. We ought to be promoting education in this community at every level.

Comm. Strickland: I am hearing that you are concerned that the people that don't live in the urban services district will no longer use the library and I don't think that is what he is saying.

Comm. White: Someone who lives in Germantown cannot check out a book from the Memphis Library System and vice versa. I want to make it wholistic, so that if someone is in Germantown and they want to check out a book, they can do it and vice versa. Bickering about who is paying what is really not realistic because right now, you cannot check anything out of the Memphis Room, but it is available for research regardless of where you come from. It is an artificial issue, this thing about paying double.

Comm. Strickland: I think those are administrative issues that are not really handled in the Charter. I don't think the charter should really say people outside of Memphis can check out books from the Memphis Public Library.

Chairman Ellis: In all of the consolidated charters we have studied, the library system was noted. We may have to address that.

Comm. Strickland: What is the motion on the floor? Is it pages 3 and 4 of the handout?

Comm. Fowlkes: What is on the floor is the bullet points that are listed underneath where the executive departments are created. What is on the floor is the language in those first five bullet points. The list of the actual commissions or boards down below that fall under the advisory board, we were not to specifically state to put that in the charter, but we recommend that those areas -- all the bullet points at the top are describing what they do; leaving it more generic to give more flexibility going forward.

Comm. Strickland: I really like the advisory boards; I think that is a great recommendation. Some concern that even though you were aiming at it to be more flexible, it may be too concrete in certain areas. Would prefer to see the charter say the mayor and council have the power to create a public library system. In the future, may not need a public library, and if it is specifically written in the charter to provide a public library, it may cause problems. On page 3 where you list the authority of the parks department, I would like some language such as "including, but not be limited to" so that they could do other things other than the five things listed.

Comm. Patterson: My suggestion is that we perhaps take a little time to digest this presentation and the contents and talk to some people in the community who may have some input and then come back and pick this up next time.

Chairman Ellis: That is the sense of the Chair as well. I think we all applaud Commission Fowlkes being the first one out of the gate (applause). He has done an amazing job. I think we need to think about the recommendations and understand the relationship of these to other proposals and the fluidity and flexibility of the document as Mr. Ryder has consistently raised for us. With that, we will table this presentation and

recommendations for further dialogue as we hear other departmental recommendations (6:41:43).

## **Items of Discussion for Next Meeting**

Next meeting – April 1

Comm. Burkins: I think next week we have, and just to keep us on time, we have the Ethics Task Force and Transportation and it will be very helpful to us if we could get the recommendations beforehand. That way, we can look at it. I think we kind of agreed that we would put them out 48 hours beforehand, but we had a little glitch and that is why you didn't get these recommendations until today.

Chairman Ellis: Danny Presley has been very helpful to the Ethics Code Task Force and he has made very clear that you have to have a meeting of your task force with at least two Commissioners to vote out your recommendations.

Chairman Ellis: We have a requirement of the metro statute to address boards, authorities and commissions. So, Task Force 1 and Comm. Smith will be leading that effort in giving the \*\*\*...\*\*\* maybe going forward as to some of the issues with quality assessment for those. We had a task force meeting today and will probably table out some recommendations on that generic recommendation. A critical issue that we delayed from today's meeting because of the time and the presentations is annexation. It is a critical issue as you saw in John Ryder's outline. It is very important to all seven of the cities as well as the unincorporated residents of the county. Will discuss that next meeting (April 1); so we have a very huge April 1 meeting.

## **Comments from the Public and Organizations**

None

## **Other Business**

Comm. Gibson: We are now talking about offering recommendations from task forces ahead of time before we come in to discuss them, can we now make those available?

Mr. Stephens, Rebuild Government: I can take this out and get feedback and input for you and bring it back to you.

Chairman Ellis: The commitment of each of the task force chairs is to provide an in depth report that will be given to Rebuild Government for dissemination to your database. And they will be unique because all of the task forces are unique, as are their chairs. And it is the intent for it to go out with the agenda.

Comm. Kerley: Regarding new developments -- In Collierville, it is the responsibility of the developer to provide a park or green space within the development or if there is an existing park in close proximity, the developer must provide additional funding. Comm. Kerley is not speaking on behalf of the City of Collierville. She is no longer mayor and does not speak for the city.

### **Adjournment**

6:48 p.m.